

TOWN OF WEST GREENWICH
COMPREHENSIVE PLAN

ECONOMIC DEVELOPMENT

ELEMENT VI

**SECTION I
ECONOMIC DEVELOPMENT ELEMENT**

A. INTRODUCTION

According to the Rhode Island Comprehensive Plan and Land Use Regulation Act the Economic Development Element:

"Shall include the identification of economic development policies and strategies, either existing or proposed by the municipality, in coordination with the Land Use Element. Such policies should reflect local, regional, and statewide concerns for the expansion and stabilization of the economic base and promotion of quality employment opportunities. The policies and implementation techniques must be identified for inclusion in the implementation program element".

The Town of West Greenwich will be shaped in the future by a series of external and internal forces. This element will describe in detail these forces which translate into development, and ultimately affect the town's tax base, its labor force, and the quality of life within its borders. It is incumbent upon the decision-makers to prepare a blueprint for economic development which considers natural and cultural resources of the town, and attempts to balance those environmental concerns with a plan for orderly, progressive and financially sound development.

Under ideal circumstances, municipalities would possess all the necessary ingredients for a complete and successful economic development strategy. However, that rarely exists, and West Greenwich is no exception.

First, the prime ingredients for development must be inventoried and assessed. This results in an analysis of the opportunities and constraints to development. From this analysis, an implementation program can be crafted to employ planning principles to guide the future growth of the Town of West Greenwich, and to achieve the stated goals for economic development.

Finally, the Comprehensive Planning Act requires that this element be consistent with the State Guide Plan and related elements as well as being consistent with the other elements of the West Greenwich Comprehensive Plan, and those of contiguous communities.

SECTION II INVENTORY & ANALYSIS

A. REGIONAL ECONOMIC TRENDS:

The decade of the 1980's experienced a wide variety of mini-trends. For example, the decade began with an average of 7.2% unemployment rate, and ended in 1990 at a 6.7% average. The following Table depicts the rise and fall of the Unemployment Rate for the decade in Rhode Island:

TABLE 1
R.I. UNEMPLOYMENT - 1986-1995

YEAR	UNEMPLOYED	% UNEMPLOYED
1986	21,000	4.1%
1987	20,000	3.8%
1988	16,000	3.0%
1989	21,000	4.0%
1990	34,700	6.7%
1991	44,000	8.5%
1992	47,000	8.9%
1993	40,000	7.7%
1994	36,000	7.1%
1995 (as of 6/30/95)	30,000	6.2%

Table 2
R.I. Employment Sectors: By Percent - 1980, 1990, & 1994

EMPLOYMENT SECTOR	1980 Number	1980 %	1990 Number	1990 %	1994 Number	1994 %
Manufacturing	-	32.2%	102,500	22.7%	87,200	18.5%
Contract Constr	-	3.2%	16,300	3.6%	13,200	2.8%
Trans & Util	-	3.3%	15,400	3.4%	14,700	3.1%
Wholesale & Retail	-	20.3%	105,000	23.2%	75,100	20.2%
Finance, Ins & Real Est	-	5.2%	26,400	5.8%	25,500	5.4%
Service Industry	-	21.0%	126,300	27.9%	136,600	29.1%
Government	-	14.9%	59,500	13.2%	61,600	13.1%

Employment statistics reveal a definite growth trend, as well as a shift in the employment sectors in the State. First, in the manufacturing sector, the trend indicates a decline in the overall employment as shown in Tables 2 above. As can be evidenced by this table, the Service Sector has now taken the lead from manufacturing as the largest employment sector in the state.

Manufacturing as a whole fell nearly 8% from 32.2% in 1980 to 23.9% in 1990, and down to 18.5% in 1994. Also, worth noting is the growth in the Wholesale/Retail Sector, nearly matching the manufacturing numbers in 1990, and exceeding them in 1994. Thus, it can be concluded that the state, as well as the region, is becoming more aligned to the service and wholesale/retail sectors and away from manufacturing. Conversely, the service industry sector has exhibited a constant growth throughout the decade as the following Table will indicate:

Table 3
R.I. Service Industry:
By Percent - 1986-1994

YEAR	EMPLOYMENT	% OF TOTAL EMPLOYMENT
1986	109,400	24.7%
1987	113,300	25.0%
1988	118,300	25.7%
1989	124,900	24.8%
1990	129,200	26.3%
1991	124,800	26.2%
1992	131,000	27.1%
1993	134,800	28.1%
1994	136,600	28.9%
1995	139,100	30.2%

The State of Rhode Island has always been characterized as a **"Small Business State"**, as over 95% of the businesses in the state employ less than 50 people, and nearly 60% employ less than 5 people. This is perhaps why the state's business population fluctuates in the course of a year. The number of firms may or may not change to a great degree, but the actual firms and their location will. Thus, local employment by small businesses can have a wide variation, whereas on a statewide basis, it may not be perceived as a changing situation.

One final trend to analyze involves the Construction Contract Awards in total for the state, and as a subset, the residential portion during the past five years. The trend indicates a steady growth pattern, but with a severe drop off in 1990. Also, the residential portion remains at a relatively constant 50% of the total construction dollars. The following Table displays the trends as described above:

Table 4
R.I. Annual Construction - New Residential Buildings &
New Non-Residential Buildings: 1988 - 1994

YEAR	Residential (M = \$Millions)	% of Total	Non- Residential (Inc. Pub Wks)	% of Total
1988	337M	53.3%	99M	15.6%
1989	278M	46.8%	224M	37.8%
1990*	262M	51.4%	80M	15.7%
1991*	193M	50.8%	40M	10.5%
1992*	212M	54.1%	40M	10.2%
1993*	233M	54.8%	59M	13.9%
1994*	230M	51.3%	52M	11.6%
1995	94M	53.4%	26M	14.8%

* Note: In these years, an average of 132M was spent on additions, alterations, & conversions. M = \$Millions of Dollars

B. LOCAL ECONOMIC TRENDS AND ANALYSIS

In order to evaluate the change in the primary sectors of the West Greenwich workforce, the major industry groups will be presented for 1983 and 1993.

Table 5
Comparison of Total Resident Employment:
West Greenwich - 1983 & 1993
Major Industry Groups

SECTOR	1983	1993	% CHANGE
Manufacturing	34	219	544%
Wholesale & Retail	40	95	137%
Service	42	124	195%

Source: RIDED - Research Division

First, the manufacturing employment, increasing by 544%, is the opposite of the state-wide trend downward in this sector. However, the major increases in both Service and Wholesale/Retail are consistent with the state-wide trend during this period.

Regarding actual employment in West Greenwich and how it compares with its neighboring communities, Table 6 will show the trend for the years 1983, 1990 and 1993 for West Greenwich and the region.

Table 6
Total Resident Workforce: West Greenwich & Comparison with Region
1983, 1990 & 1993

COMMUNITY	1983	1990	1993
West Greenwich	1,259	1,893	2,113
Exeter	1,871	2,657	2,793
Hopkinton	2,967	3,400	3,630
Coventry	13,341	15,908	15,915
Richmond	2,259	2,778	2,862
West Warwick	13,569	14,856	14,611

Source: RIDED - Research Division

In 1993, the Town of West Greenwich had a total workforce of 2,113, down slightly from the all time high of 2,120 in 1992. Still, this number represents a 68% increase over the 1983 employment of 1,259. Also, the region as a whole experienced steady growth in its workforce, as shown in the table.

With regards to unemployment in West Greenwich, Table 7 shows how the town compares versus the region for the time period of 1983, 1990 & 1993.

Table 7
Total Unemployment & Percent Unemployed:
Comparison with Region - 1983, 1990 & 1993

COMMUNITY	1983	1990	1993
West Greenwich	108 - 7.9%	150 - 7.3%	155 - 6.8%
Exeter	117 - 5.9%	129 - 4.6%	209 - 7.0%
Hopkinton	184 - 5.8%	161 - 4.5%	190 - 5.0%
Coventry	1167 - 7.5%	1072 - 6.3%	1293 - 7.5%
Richmond	102 - 4.3%	105 - 3.6%	107 - 3.6%
West Warwick	1233 - 8.3%	1135 - 7.1%	1325 - 8.3%

As can be seen, the Town of West Greenwich followed the general downward trend of falling unemployment just as the State of Rhode Island and the country as a whole. However, the town did so above both the state's and U.S. average. The number of unemployed reported for 1991 in West Greenwich of 195 is the highest number of individuals unemployed in West Greenwich ever.

The number of individuals has continued to fall since 1992, and the rate may actually begin to return below the 5% rate seen during the mid 1980's.

1. Major Employers

The Town of West Greenwich has four firms with employment over 50, with the single largest employer being GTECH at 1000 employees. The following table illustrates those firm's statistics:

Table 8
West Greenwich: Firms with Employment Over 50

COMPANY	LOCATION	PRODUCT	EMPLOYMENT
B W Manufacturing	40 Technology Way	Manufacture Bio-Genetically Engineered Pharmaceutical Products	136 Employees
Copley Distributors, Inc.	119 Hopkins Hill Road	Wholesale Distributer: Beer, Wine & Spirits	55 Employees
Good Hope Center, Inc.	94 John Potter Road	Re-Hab Services: Alcohol & Drug Dependent	60 Employees
GTECH Corporation	55 Technology Way	Design, Implement & Operate Computer Based Lottery Systems	1000 Employees
Total =			1251 Employees

Source: RIDED - Research Division (Date: 1994)

The total employment for these four firms totals 1251. Since in Table 5, it was shown that 219 town residents are employed in Manufacturing, then clearly most of the individuals employed at these four firms are from outside the town.

2. Commercial and Industrial Development Trends

The following Table depicts New Construction for West Greenwich during the 1980 - 1990 interval for Commercial and Industrial Development:

Table 9
West Greenwich: New Commercial & Industrial Construction:
1980-1990
 (in Thousands of Sq.Ft.)

YEAR/ SECTOR	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
Commercial	0	0	16.5	0	0	17.6	0	7.8	262	0	38
Industrial	0	0	0	0	0	0	0	135. 2	0	90	0

As can be seen quite graphically, West Greenwich has not experienced a tremendous amount of growth in the past decade, nor has the state and region in general. However, the growth did occur in the years 1985-1988, when most construction took place in Rhode Island in the industrial and commercial sectors.

C. OCCUPATION BY EMPLOYMENT SECTOR -

One final area to examine is the occupation of employed persons in West Greenwich that are age 16 and over. The following information is taken from the 1990 Census. This information will illustrate the breakdown of occupations of town residents, and how this compares with the state.

Table 10
Total Employment by Industry Sector
State of Rhode Island & West Greenwich Workforce: 1990

INDUSTRY	# OF EMPLOYEES - STATE	# OF EMPLOYEES - TOWN
Agriculture, Forestry, &	6,260	30
Construction	27,780	178
Manufacturing	110,666	340
Transportation	15,846	86
Communications & other	9,041	44
Wholesale Trade	18,035	81
Retail Trade	85,357	377
Finance, Insurance, & Real	33,122	124
Entertainment & Recreation	5,867	17
Business & Repair Services	19,770	73
Personal Services	11,563	50
Health Services	48,146	129
Educational Services	43,781	222
Other Professional & Related	29,813	81
Public Administration	22,626	88
TOTAL =	487,673	1,920

The Town of West Greenwich occupations generally mirror those of the state as a whole. This includes the majority of jobs in the Retail and Service Sectors.

D. LOCAL ECONOMIC DEVELOPMENT ISSUES

There are four basic Economic Development Issues which are pertinent to the Town of West Greenwich: **Tourism, Industry, Tax Base, and Services**. The following discussion will address each of these topics separately.

1. Tourism

The Tourism Industry has become one of the largest revenue generators in the State of Rhode Island and continues to grow. The South County and Kent County towns receive a fair share of that revenue. As such, there is an opportunity to take advantage of that industry in West Greenwich to increase spending of tourist dollars and provide local employment. For example, by first encouraging the protection of historic, cultural, and natural resources, these can be promoted as landmarks of the community and become a component of the tourist economy. However, it is vital that tourism be managed in a sound manner so as not to overwhelm or overuse the town's resources.

The Town Council has determined that the tourism industry is a sector of the economy which the town should attempt to stimulate. In order to accomplish this, the town needs to support tourism by improvement to support facilities and services provided. This might include more public rest rooms and motel accommodations. The tourist season could be extended by promotion of special events past Labor Day. Finally, areas of the town can be designated as special growth areas, particularly for open space recreation type business to complement this sector of the economy.

2. Industry

As a state, Rhode Island has limited land available for industrial development. That fact makes the task of finding an **"ideal"** industrial property -- that being one with no constraints to development and possessing a complete set of site amenities; sewer, water, gas, rail, access and power, a difficult one. Therefore, in order to attract or retain a company to a Rhode Island community, a redefined **"ideal"** parcel needs to be tailored to each community's strengths by highlighting the attributes of the parcels in the individual town and targeting industry which can fit those requirements. Obviously, one of the true assets West Greenwich has to offer is **"Quality of Life"** to potential employees.

Central to the success of industrial development is a statewide strategy aimed at providing a vigorous economy by supplying adequate employment opportunities, new industrial facilities, and a sound business climate. In order to be in a position to accomplish the goal of a vigorous economy, vacant and industrially zoned property must be available in the state's communities. The state was inventoried back in 1977 and again in 1988. The following table portrays the results of those inventories.

Table 11
Use of Industrially Zoned Land: State of Rhode Island:
1977 & 1988

EXISTING USE - 1977	ACRES	% OF TOTAL
Industrial	6,756	19.08%
Other	7,938	22.42%
Vacant	20,709	58.50%
Total =	36,403	100%
TOTAL # OF SITES =	283 SITES	
EXISTING USE - 1988	ACRES	% OF TOTAL
Industrial	9,884	28.09%
Other	7,720	21.94%
Vacant	17,582	49.97%
Total =	35,186	100%
TOTAL # OF SITES =	328 SITES	

Although the total acreage did not change significantly from 1977 to 1988, the number of sites comprising the total went from 283 to 328. However, industrial use increased from 19% of the total, to 28% of the total in that time period.

A further evaluation, of the 17,582 acres listed as vacant and zoned for industry in 1988, revealed that only 1,948 acres were considered **vacant, prime and construction ready**. The balance was characterized as having a lack of services, poor access to rail and air transportation, in a flood hazard area, or with major site limitations.

The Town of West Greenwich is within the **Substate Employment Growth Area # 5**, along with West Warwick, East Greenwich and Coventry. The growth area had a combined 1990 population of 75,708. The following table illustrates the **Current Use of Industrially Zoned Property** in West Greenwich as compared with the other communities in the growth area.

Table 12
Comparison of Use of Industrially Zoned Land: West Greenwich & Sub-State Area - 1990

COMMUNITY	TOTAL ACRES	INDUSTRIAL USE	OTHER USE	VACANT
COVENTRY	1,157	305 - 26%	289 - 25%	563 - 49%
EAST GREENWICH	395	169 - 43%	126 - 32%	100 - 25%
WEST GREENWICH	745	156 - 21%	56 - 7%	533 - 72%
WEST WARWICK	647	203 - 31%	205 - 31%	235 - 38%
TOTALS =	2,944	833 - 28%	676 - 23%	1,431 - 49%

While the Town of West Greenwich has the second largest area zoned for industry in the Sub-State Area, there are two separate industrial districts in town (Industrial A & Industrial B).

Industrial A totals approximately 472 acres, while Industrial B is approximately 273 acres. A total of 745 acres of industrially zoned property or 2.5% of the total land area of West Greenwich is presently zoned for industrial uses. The most significantly developed site is the 200 acre "Technology Park" located north of I-95 at Exit 6A, Hopkins Hill Road. An 88 acre parcel situated at Exit 5 offers prime development potential for Industrial A uses (see Land Use Element for additional information).

3. Tax base

Tourism and industry are important to any municipality, as they affect the fiscal well being and ultimately the tax rate charged to its residents. This next section will analyze the tax rate trends in West Greenwich, and compare the town to the region and state to indicate just how important the tax base is to a community.

First, the actual tax rate in West Greenwich as it compares to its neighboring communities and the state during the time period of 1988 - 1992. It should be noted that the actual tax rate in West Greenwich for 1994 was \$17.20, and for 1995 it was tentatively set at \$18.70.

Table 13
Equalized Tax Rates: 1988 - 1992
West Greenwich & Region

COMMUNITY	1988	1989	1990	1991	1992
WEST GREENWICH	15.56	14.31	14.50	14.26	17.42
EXETER	11.84	9.33	11.50	13.56	19.99
RICHMOND	14.23	14.86	15.92	17.93	17.20
HOPKINTON	13.51	12.58	13.50	14.09	14.47
COVENTRY	14.86	13.77	14.27	15.13	16.53
WEST WARWICK	17.11	15.79	15.57	16.46	21.99

Note: Comparison must take into account that some rural communities have a separate fire district tax. The 1992 column reflects an estimate prepared by the Division of Planning - Taxation Office.

The effective equalized rate is determined by dividing the full value of all listed property (as determined by application of assessment ratio) in each town by the total tax levy in that year. The equalized rate allows comparison with other communities on a common basis.

The second most revealing trend indicates the stability of a communities tax rate over time. A one year increase of over 5% illustrates a major increase in spending. The "Grand Lists" of all property, that is the sum total dollar value of all property in the town, can have a major effect on the ultimate tax rate, even though expenditures may be similar.

The following Table illustrates the dramatic differences between the communities compared above in relation to their **Tax Base**.

Table 14
Total Assessed Value (Real Property) - Equalized
West Greenwich & Region - 1991

COMMUNITY	TOTAL ASSESSED VALUE	STATE RANK
WEST GREENWICH	\$272,302,000	39
EXETER	\$314,661,000	38
RICHMOND	\$295,142,000	37
HOPKINTON	\$425,483,000	34
COVENTRY	\$1,619,988,000	5
WEST WARWICK	\$1,443,524,000	20
CHARLESTOWN	\$1,001,908,000	24

Source: R.I. Division of Planning - Equalized Tax Rates

As can be seen from the table above, West Greenwich had the lowest assessed value of all Rhode Island communities in 1991. The equalized assessment provides a method of comparing communities on an equivalent basis. These are estimates of dollar value based on the last revaluation and the number of years since the last revaluation.

Another area worth describing is the actual composition of the tax revenue collected in West Greenwich. As shown in the table below, the Town of West Greenwich relies the least on the residential sector for revenue compared to neighboring communities.

Table 15
Tax Revenue - Percent by Category - 1992
West Greenwich & Region

COMMUNITY	RESIDEN- TIAL	COMMER- CIAL	INDUS- TRIAL	UTILITIES	MOTOR VEHICLES	OTHER
WEST GREENWICH	50.55%	12.55%	17.86%	2.29%	15.67%	.78%
EXETER	67.54%	6.82%	0.00%	2.97%	20.48%	2.19%
RICHMOND	70.09%	12.46%	1.75%	1.14%	13.06%	1.50%
HOPKINTON	74.03%	6.51%	4.24%	1.47%	13.46%	.03%
COVENTRY	74.73%	9.81%	5.05%	1.20%	7.00%	2.21%
WEST WARWICK	64.59%	14.36%	6.07%	1.77%	12.88%	.33%
CHARLES- TOWN	84.03%	6.98%	1.05%	1.45%	5.54%	.95%

Most of these communities rely heavily on the residential sector to provide an average of over 70% of the revenue necessary to operate town services each year.

One final category to examine involves the total revenues collected in West Greenwich from both Property Tax and State Aid in 1992.

Table 16
Comparison of Revenue - Property Tax & State Aid - 1992
West Greenwich & Region

COMMUNITY	PROPERTY TAX	STATE AID
WEST GREENWICH	\$3,817,000	\$369,000*
EXETER	\$4,283,000	\$324,455*
EXETER/WEST G. SCHOOL DIST	_____	\$4,447,132
RICHMOND	\$5,195,000	\$4,505,000
HOPKINTON	\$6,150,000	\$4,430,000
COVENTRY	\$24,570,000	\$14,073,000
WEST WARWICK	\$23,125,000	\$11,664,000
CHARLESTOWN	\$7,599,000	\$2,364,000

* Note: The majority of State Aid goes directly to the Exeter/West Greenwich Regional School District

West Greenwich relies equally on Property Tax collections and State Aid for over 90% of the revenue it requires to operate as a municipality. As State Aid decreases, more reliance on property tax will occur. This trend will continue as the state's fiscal situation deepens.

4. Services

The fourth major issue is **Services**, or the general lack of particular services. While the town has basic provisions such as police and public works, West Greenwich relies on volunteer fire departments for fire protection, and on non-profit rescue companies, which are substantially subsidized by town funds. The more important services in regards to economic development, such as public water and sewer are currently available in limited locations in northeastern West Greenwich. Water service is available through Kent County Water in limited areas north of I-95 near the Exit 6 and Exit 6A interchanges. Public sewers are available via connection to the Town of West Warwick in a limited area of West Greenwich involving Technology Park located off Hopkins Hill Road north of I-95.

Therefore, as a means of enhancing the possibility of economic development, public water and sewer systems must be considered. The location of potential systems must be matched with the Goals and Policies of the Land Use Element, as well as the Natural & Cultural Resources Element.

E. LABOR MARKET ANALYSIS

In order to assess the Labor Market for the town, the report, "**Rhode Island Occupational Projections to 1995**" was consulted and reviewed. This publication evaluated the possible employment growth for the state as a whole in a variety of sectors for the previous decade.

Again, supporting the conclusion that Rhode Island is shifting from a manufacturing based economy to one service oriented, the top three job categories projected for the most employment gains are: Service Workers at **25.4%**, Sales at **24.7%**, and Professional, Technical & Kindred jobs at **23.8%**. One important ramification of this trend away from the manufacturing base has produced an employment wage level below the statewide average, which in 1988 was \$19,446. So, while the three sectors listed above continue to grow, and manufacturing declines, our state average wage rate will actually diminish, even though the number of jobs increase.

The report also lists the top thirty (30) occupations statewide projected to have the most annual openings between the years 1985 - 1995. These total 10,250 job openings on an annual basis. Nearly **25%** of those jobs require a College Degree and almost **60%** a High School Diploma. The following table lists the thirty occupations as presented in the report.

Table 17
STATE OF RHODE ISLAND
AVERAGE ANNUAL JOB OPENINGS BY OCCUPATION 1985 - 1995

OCCUPATION	AVG OPENINGS
Sales Clerks	750
Secretaries	695
General Office Clerks	660
Cashiers	590
Nurses	585
Nurses Aides	540
Guards & Doorkeeper	540
Waiters/Waitresses	525
Teachers, Elementary	445
Kitchen Helpers	435
Bookkeepers, Store	375
Managers, Store	320
Carpenters	310
Accountants & Auditors	295
Fast Food Workers	270
Sales Representatives, Technical	260
Child Care Workers	260
Bartenders	230
Truck Driving Occupations	225
Accounting Clerks	210
Licensed Practical Nurses	210
Assemblers	185
Teachers, Secondary	185
Receptionists	185
Managers, Restaurant & Coffee Shop	180
Lawyers	160
Automotive Mechanics	160
Production Packages	155
Gardeners & Ground keepers	155
Typists	155
TOTAL =	10,250

F. ECONOMIC DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS

A review of the material presented so far demonstrates the trends, issues and analysis necessary to develop a set of opportunities and constraints relevant for West Greenwich.

First, to classify the **CONSTRAINTS**:

- **Skills, Training & Occupational Characteristics**
- **Change in Employment Structure**
- **Decrease in Average Wage Rates**
- **Decreasing State Aid Revenue**
- **Provision of Major Services**
- **Ideal Industrial Sites**
- **Unemployment**
- **Rising Tax Rate**
- **Percentage of Small Businesses**
- **Small Number of Large Employers**

The following are considered **OPPORTUNITIES**:

- **Encourage Expansion of Existing Industry**
- **Expand Commercial & Industrial Tax Revenue**
- **Expand Employment**
- **Expand Tax Base**
- **Identification of Additional Ideal Industrial Sites**
- **Increase Manufacturing Base**
- **Promote Expansion of Public Water & Sewer Service**
- **Promote Tourism - Local and Regional**
- **Target Local Industries According to Available Occupations & Skills**

What will follow is a brief discussion of these topical areas in several groups.

The **CONSTRAINTS** listed above can be grouped into several categories; **Work Force Characteristics, Tax Revenue & Rates, Industrial Site Criteria, and State Aid.**

1. Work Force Characteristics

Work Force Characteristics combined with a change in the employment structure, demonstrates the difficulty the town might have in attracting the so called, "High-Tech" industry. A noted Professor at Northwestern University, Mark Satterthwaite, has stated: "Fast growing high tech firms must be able to recruit specialized, experienced, and skilled professionals who can meet specific requirements. Being a part of a large, local intra-industry pool makes this far easier". Having already attracted some "High Tech" firms to the community will be an advantage.

However, in order for West Greenwich residents to fully take advantage of the potential for additional high tech jobs, some training and re-training of the local workforce may be necessary.

This can be accomplished through such programs as Job Training and Partnership Act and Workforce 2000, as well as Adult Education programs offered through the Exeter/West Greenwich Regional High School.

Finally, Rhode Island as the "small business state", and the general lack of large employers, places employees in a more volatile work environment affecting job stability.

2. Tax Rate

Although the town does not rely heavily on the residential sector for raising tax revenue (50%), a reduction of the State Aid for Education received by West Greenwich could lead to an escalating **Tax Rate**. A high tax rate places the town at a competitive disadvantage. The town must continue to attract additional industrial and commercial construction to maintain a favorable tax revenue mix (Industrial, Commercial, & Residential) that it now enjoys.

3. Industrial Sites

Even with a good inventory of ideal **Industrial Sites**, a community may not realize immediate tax revenue benefits of industrial development. Both expansion of existing firms and attraction of new companies to a community is a long term process, and thus, saturation of sites can sometimes take many years. Once development sites have been determined, it is important that the best sites for development are retained through careful zoning practices.

4. State Aid

In the past, municipalities in Rhode Island have relied heavily on the **State Aid** apportioned on an annual basis to balance their budgets. Competition for a smaller cache of dollars has and will continue to diminish the funds West Greenwich can expect from State Government. Therefore, the town will have to become more resourceful in order to maintain fiscal balance between services and budgets.

With respect to **OPPORTUNITIES**, they can be grouped as;
Expansion of Commercial & Industrial Development, Expansion of Tax Base, Increase Employment, Promote Tourism, and Increase Available Industrial Sites.

These opportunities are, in essence, all intertwined. Expansion of commercial & industrial development and promotion of tourism will naturally increase employment. In order to accomplish an increase in industrial development, additional industrial sites are required.

1. Increase in Industrial & Commercial Development

Increase in Industrial & Commercial Development involves an evaluation of existing properties zoned for industrial and commercial development. As part of a coordinated University of Rhode Island study, it has been determined that there are several properties in West Greenwich which may met the criteria for new sites for industrial & commercial activity to take place.

The report analyzed nearly twenty sites, most of which are located off New London Turnpike, Nooseneck Hill Road, Victory Highway and Hopkins Hill Road. Table 18 below summarizes these findings:

Table 18 - Inventory of Industrial & Commercial Sites

Owner	Size	Zoning
King Fastener Co.	7.18 acres	Industrial A
Mary Baton	10.0 acres	Industrial A
Arnold Kaufman	9.2 acres	Industrial A
Recoll Management	28.2 acres	Industrial A
Universal Truck	27.5 acres	Industrial A
Fleetwood Home	22.4 acres	Industrial A
Edward Greene	32.0 acres	Industrial A
Gtech Corp	40.75 acres	Industrial A
A. Cardi Realty	125.0 acres	Industrial A
CMG Associates	88.3 acres	Industrial A
Melvin Blasbalg	3.5 acres	Highway Business
L. Cardi	3.9 acres	Highway Business
Arthur Arnold	4.38 acres	Highway Business
Congress Motor Inn	9.4 acres	Highway Business
Four Star Truck	13.3 acres	Highway Business
Francis Murray	14.2 acres	Highway Business
Tri Town Constr	20.64 acres	Highway Business

The map on the following page will identify the location of these sites.

2. Available Industrial Sites

An inventory of Available Industrial Sites becomes a most important task for the town to accomplish. This begins with the establishment of a set of development criteria that best suites the town, without compromising the ability to attract new industry. The town must be realistic regarding its positive and negative selling points, and incorporate the positive aspects into a site selection process and marketing program.

3. Tourism

It has been previously stated that tourism is an important component of our economy. To **Promote Tourism** at the local and regional level will benefit the local tourism industry by pumping dollars into the economy.

Support for organizations such as the South County Tourism Council and local chamber's of commerce will enhance the town's ability to attract new tourist dollars. Careful planning for new tourist activities in town will be required so as not to degrade the natural and cultural environment that serves to attract people.

4. Increase Employment

All of these Opportunities serve to **Increase Employment** in West Greenwich. Hopefully, the effort to accomplish the above stated opportunities will provide more long term, higher paying, and stable jobs for West Greenwich residents.

**SECTION III
GOALS & POLICIES**

GOALS:

- G#1** Promote preservation of the Town's rural character, while encouraging limited economic expansion designed to augment the concepts of self-sufficiency and self-reliance
- G#2** To prevent commercial "strip development" from evolving adjacent to arterial or secondary roads
- G#3** Encourage compatible economic activities that compliments the rural character of the Town based on the independent principle of self-reliance
- G#4** Consider designated areas for Neighborhood Business districts to serve the day-to-day needs of remote residential nodal areas or villages
- G#5** To enhance, strengthen, and promote existing Highway Business districts
- G#6** Encourage expansion of Industrial activities at or near the Technology Park
- G#7** Promote varied economic base and diversity of employment opportunities, recognizing utility limitations where applicable

POLICIES:

- P.1** Existing nonconforming commercial uses are encouraged to continue without expansion; however, rezoning to a higher intensity use is not recommended

- P.2** Encourage Planned Land Development projects to occur recessed off of road frontage in areas zoned appropriately that allow for the promotion of Commercial Park Planned Development
- P.3** Promote "Planned Commercial-Recreational Facilities" that utilize natural resources based economic activities such as farming, wood cutting, native lumber, tree farming, orchards, golf courses, and intensive crop management. Said Planned Commercial-Recreation Facilities shall be promoted as potential buffer strips separating Industrial A and residential districts
- P.4** Develop a small-scaled tourism industry designed to promote Planned Commercial-Recreational Facilities and state-owned management areas that attracts overnight visitors at small inns or bed & breakfast establishments
- P.5** Neighborhood Business districts should be considered in remote residential village areas at key intersections-- as determined by the Planning Board and Town Council-- and/or as dictated by market conditions subject to Town Council authorization
- P.6** The Town shall enhance, strengthen, and promote development within existing Highway Business districts
- P.7** East side of Nooseneck Hill Road (Route 3) north of the High School shall be analyzed as a potential site for future Highway Business expansion
- P.8** West side of Victory Highway adjacent to the Interstate shall be analyzed as a potential site for future Highway Business expansion
- P.9** East side of Victory Highway at the I-95 interchange shall be analyzed as a potential site for future Industrial A expansion

- P.10** Residential land on the west side of Hopkins Hill Road, north of I-95, shall be analyzed as potential Industrial A area for future use
- P.11** The Town shall analyze available data on potential Industrial/Commercial Park sites as prepared by URI
- P.12** Industrial B district land use classifications shall be re-evaluated
- P.13** On-site waste disposal is the preferred alternative for wastewater disposal in areas zoned for commercial/industrial use not currently serviced by sewer
- P.14** Limited expansion of sewer lines should be in response to existing need and for the purpose of accelerating commercial and industrial growth
- P.15** Encourage restricted Industrial/Commercial development appropriate to a site in consideration of environmental factors, accessibility, and adjacent land uses
- P.16** Due to utility limitations, high volume water and/or wastewater discharge users are not recommended in areas without public water and sewer availability
- P.17** Develop a Mini-Master Plan that assesses those land use activities for the I-95 "Cloverleaf Area" deemed appropriate for development, and where district boundary lines may require adjustment
- P.18** The Town Council shall not entertain receiving any re-zoning applications for the I-95 Cloverleaf Area for a period of one (1) calendar year--to allow for completion of said Mini-Master Plan
- P.19** The Town shall only promote Permitted land use activities for the I-95 Cloverleaf Area

- P.20** Land use activities including but not limited to Hi-tech business, Office Parks, Commercial Parks, and Industrial Parks, are encouraged for the I-95 Cloverleaf Area
- P.21** Industrial A zoned land by the I-95 Cloverleaf Area should be re-evaluated for its potential to incorporate natural resources based Planned Commercial-Recreation activity--such as a golf course--to act as a catalyst, and also act as a buffer strip between industrial / commercial and residential activity in the area

**SECTION IV
ECONOMIC DEVELOPMENT:
ACTION & IMPLEMENTATION PROGRAM**

As Stated in The Act, the Action/Implementation Program, "defines and schedules for a period of (5) five years or more the specific public actions to be undertaken in order to achieve the goals and objectives of each element of the Comprehensive Plan. Scheduled expansion or replacement of public facilities and the anticipated costs and revenue sources proposed to meet those costs reflected in a municipality's Capital Improvement Program shall be included in the implementation program. The Action/Implementation Program shall "identify the public actions necessary to implement the objectives and standards of each element of the Comprehensive Plan that require the adoption or amendment of codes and ordinances by the governing body of the municipality".

These public actions include:

- A. Legislative and Regulatory Actions**
- B. New or Improved Public Services**
- C. Capital Improvements Program**
- D. Administrative or Management Actions**

G=GOAL

P=POLICY

I=ACTION/IMPLEMENTATION

OVERALL:

G#1 Promote preservation of the Town's rural character, while encouraging limited economic expansion designed to augment the concepts of self-sufficiency and self-reliance

P.1 Existing nonconforming commercial uses are encouraged to continue without expansion; however, rezoning to a higher intensity use is not recommended

I#1 Subject to Town Council review on a continual basis

STRIP DEVELOPMENT:

G#2 To prevent commercial "strip development" from evolving adjacent to arterial or secondary roads

P.2 Encourage Planned Land Development projects to occur recessed off of road frontage in areas zoned appropriately that allow for the promotion of Commercial Park Planned Development

I#1 Planning Board shall amend Zoning Ordinance Use Matrix for Commercial Parks in Highway Business, and Industrial A & B districts (allowance for Flexible building standards shall be considered)

GENERAL & PLANNED COMMERCIAL RECREATION FACILITIES:

G#3 Encourage compatible economic activities that compliments the rural character of the Town based on the independent principle of self-reliance

P.3 Promote "Planned Commercial-Recreation Facilities" that utilize natural resources based economic activities such as farming, wood cutting, native lumber, tree farming, orchards, golf courses, and intensive crop management. Said Planned Commercial-Recreation Facilities shall be promoted as potential buffer strips separating Industrial A and residential districts

I#1 Amend Zoning Ordinance Land Use Matrix to allow as special permit use

P.4 Develop a small-scaled tourism industry designed to promote Planned Commercial-Recreation Facilities and state-owned management areas that attracts overnight visitors at small inns or bed & breakfast establishments

I#1 Amend Zoning Ordinance Use Matrix for Highway Business and RFR-2 districts

NEIGHBORHOOD BUSINESS:

G#4 Consider designated areas for Neighborhood Business districts to serve the day-to-day needs of remote residential nodal areas or villages

P.5 Neighborhood Business districts should be considered in remote residential village areas at key intersections--as determined by the Planning Board and Town Council--and/or as dictated by market conditions--subject to Town Council authorization

I#1 Subject to Town Council review on a continual basis

HIGHWAY BUSINESS:

G#5 To enhance, strengthen, and promote existing Highway Business districts

P.6 The Town shall enhance, strengthen, and promote development within existing Highway Business districts

I#1 Increase zoning ordinance performance standards for Highway Business district via Site Plan review and Development Impact Statements

P.7 East side of Nooseneck Hill Road (Route 3) north of the High School shall be analyzed as a potential site for future Highway Business expansion

I#1 Planning Board and Conservation Commission shall conduct an analysis

P.8 West side of Victory Highway adjacent to the Interstate shall be analyzed as a potential site for future Highway Business expansion

I#1 Planning Board and Conservation Commission shall conduct analysis within next calendar year

INDUSTRIAL A:

G#6 Encourage expansion of Industrial activities at or near the Technology Park

P.10 Residential land on the west side of Hopkins Hill Road, north of I-95, shall be analyzed as potential Industrial A area for future use

P.11 The Town shall analyze available data on potential Industrial/Commercial Park sites as prepared by URI

I#1 Planning Board shall evaluate sites and pass recommendations to the Town Council

INDUSTRIAL B:

G#3 Encourage compatible economic activities that compliments the rural character of the Town based on the independent principle of self-reliance

P.12 Industrial B district land use classifications shall be re-evaluated

I#1 Planning Board shall evaluate uses and amend Zoning Ordinance Use Matrix if necessary

EXIT 5 CLOVERLEAF:

G#7 Promote varied economic base and diversity of employment opportunities recognizing utility limitations where applicable

P.9 East side of Victory Highway at the I-95 inter-change shall be analyzed as a potential site for future Industrial A expansion

I#1 Planning Board and Conservation Commission shall conduct an analysis

P.13 On-site waste disposal is the preferred alternative for wastewater disposal in areas zoned for commercial/industrial use not currently serviced by sewer

P.14 Limited expansion of sewer lines should be in response to existing need and for the purpose of accelerating commercial and industrial growth

I#1 Amend Zoning Ordinance

P.15 Encourage restricted Industrial/Commercial development appropriate to a site in consideration of environmental factors, accessibility, and adjacent land uses

P.16 Due to utility limitations, high volume water and/or wastewater discharge users are not recommended

I#1 Planning Board shall amend Industrial standards in Zoning Ordinance

P.17 Develop a Mini-Master Plan that assesses those land use activities for the I-95 Cloverleaf Area deemed appropriate for development, and where district boundary lines may require adjustment

I#1 Town Planner shall seek grant funding opportunities available to subsidize said study and work closely with Department of Economic Development where applicable

P.18 The Town Council shall not entertain receiving any rezoning applications for the I-95 Cloverleaf area for a period of one (1) calendar year--to allow for completion of said Mini-Master Plan

I#1 The Town Council shall consider invoking a temporary moratorium on rezoning applications until said Plan is completed or for a period of one (1) year

P.19 The Town shall only promote Permitted land use activities for the I-95 Cloverleaf Area

I#1 The Planning Board and Town Council shall not endorse any land use activity determined to be a Prohibited use

P.20 Land use activities including but not limited to Hi-tech business, Office Parks, Commercial Parks, and Industrial Parks, are encouraged for the I-95 Cloverleaf Area

I#1 Amendment to Zoning Ordinance and Land Use Matrix

P.21 Industrial A zoned land by the I-95 Cloverleaf Area should be re-evaluated for its potential to incorporate a natural resources based Planned Commercial-Recreation activity--such as a golf course--to act as a catalyst, and also act as a buffer strip between industrial/commercial and residential activity in the area

I#1 Planning Board and Town Council amend Land Use Matrix and/or Zoning Map within next calendar year